




President's Management Agenda INTERNATIONAL TRADE ADMINISTRATION

	CURRENT STATUS (As of September 1, 2006)		PROGRESS Fourth Quarter, FY 2006	COMMENTS
Initiative: HUMAN CAPITAL Bureau Lead: Ron Glaser Ruben Pedroza	 Color Green  FY 2006 Q4	 Color Green	<u>Actions taken this quarter:</u> Comprehensive human capital plan (Tab 1) <ul style="list-style-type: none"> PMA Strategic Human Capital Initiatives relating to ITA were made available to the public, via ITA OHRM's website to communicate our progress and results to employees and others interested in ITA HC matters. Continue to refine Status Binders to document accomplishments towards achievement of 8 Standards for Success. Status Binders are in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable to more easily track and achieve our goals. Implemented ITA's Proud to be IV. Organizational structures (Tab 2) <ul style="list-style-type: none"> Continued to communicate Supervisory Ratio checklist procedure to HR Specialists and customers to ensure continued progress of management spans of control towards an ITA ratio of 1:10. Restructured OHRM by regrouping functions and redefining roles to better align and respond more quickly to demands for HR products and services. Delayed one level of management by eliminating Team Lead positions, which will create tighter management spans of control to a ratio of 1:10 per group. Succession strategies (Tab 3) <ul style="list-style-type: none"> Completed a draft of the ITA Leadership Competency Model, paving the way to achieve long-term strategic succession goals. Researched documents describing best practices on job rotations, addressing the issue of retention. ITA OHRM is participating in the Postsecondary Intern Program (PIP) as a pipeline to attract and recruit college students for the Student Career Experience Program (SCEP). ITA OHRM continues to encourage program unit managers to hire PIP interns into entry-level positions. Attended 2006 LULAC conference. Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. ITA continues to send announcements to <i>minority</i> colleges and universities as a means to attract and recruit a diverse pool of qualified candidates. ITA continues to partner with universities of all backgrounds in assuring a pool of qualified candidates is available to fill positions in critical mission areas. ITA continues to develop new leaders through internal and external programs such as the ITA Supervisory Certificate Program. Broader succession planning 	OMB/OPM desired assistance None Risks and Barriers The hiring freeze, accompanied by recent buyouts, has created significant knowledge gaps. By continuing to build and refine competency models, including mission critical occupation positions, ITA will continue to narrow and close the skills gaps.

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CURRENT STATUS (As of September 1, 2006)		PROGRESS Fourth Quarter, FY 2006	COMMENTS
		<p>strategies includes offering ITA team leaders an opportunity to enroll in the Supervisory Certificate Program.</p> <p>Performance appraisal plans adhere to merit system principles, etc. (Tab 4)</p> <ul style="list-style-type: none"> • 100% implementation of the Department's 5-Level Performance Appraisal System, including full transition through the system for the first year. • Designed and implemented a web-based "Resource Toolbox" for ITA supervisors to assist in End-of-the-Year Performance Appraisal "To Do" items. From important dates to remember, to a checklist guide, to other various requirements, these resources provide a one-stop shop to assist supervisors to complete the transition of the appraisal cycle successfully. • Implemented an on-line ITA Performance Management Tracking System for use by rating officials. • Implemented a Refresher Information Performance Management Website. This resource was created to assist supervisors and employees in administering the new 5-Level system. It includes many helpful tools including over 50 Frequently Asked Questions, organized by topic. • Launched a series of weekly ITA email Announcements to all of ITA employees on <i>Performance Management Refresher Information</i>. This communication series includes information and various web links to various resources intended to assist employees and supervisor to successfully transition through the Department's 5-Level Performance Appraisal System. • Provided 6 Supervisor Information Sessions to supervisors on Performance Appraisal Training – "The End of the Cycle." These sessions provided guidance on conducting performance appraisals. • Implemented an Employee Performance File (EPF) Standard Operating Procedure (SOP) so that rating officials are aware of the required documents to be kept in the EPF including records retention and disposition. • Audited a sample of performance of ITA Employee Performance Files using the <i>ITA Self-Audit and Accountability Guide</i> and ITA's EPF SOP. • Several ITA supervisors attended the Department's one-day Performance Plan training. The goal of the training was to train to develop Performance Plans that cascade to strategic goals and concrete actions. <p>Under representation (Tab 5)</p> <ul style="list-style-type: none"> • Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. • Continuing to contact Historically Black Colleges and 	

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CURRENT STATUS (As of September 1, 2006)		PROGRESS Fourth Quarter, FY 2006		COMMENTS																		
			<p>Universities (HBCUs) and Hispanic institutions to communicate open vacancies using the QuickHire diversity feature.</p> <ul style="list-style-type: none">Communicated Hispanic under-representation to ITA leadership and hiring managers.Continue to track diversity within PBViews. Data has been gathered and entered into PBViews.Communicated to ITA management, monthly Diversity data via the ITA Diversity Web site. The website provides analyzed data and information to hiring managers that will assist them in making more informed diversity hiring decisions.Met with ITA leadership and with each one of ITA OHRM's serviced bureaus to explain and discuss their diversity profile, and to discuss how to best close the under representation gaps in the Hispanic population.Partnered with the Office of the Secretary to host a HACU Hispanic female by providing an experiential international trade learning opportunity in one of ITA's program units.ITA's minority percentages July 2006 – as compared to 2005 Civilian Labor Force: <table><tr><td>Minority Group</td><td>ITA %</td><td>CLF %</td></tr><tr><td>Hispanic</td><td>4.1</td><td>12.6</td></tr><tr><td>Women</td><td>53.7</td><td>45.6</td></tr><tr><td>Native Ame Ind.</td><td>0.01</td><td>0.6</td></tr><tr><td>Asian</td><td>5.5</td><td>4.1</td></tr><tr><td>Black</td><td>17.9</td><td>10.1</td></tr></table> <ul style="list-style-type: none">OHRM continues to advertise jobs to the widest possible area of consideration to target underrepresented minority groups by using the Automated Commerce Employment System's (ACES) Diversity Notification feature, which sends employment opportunities and notices to minority institutions. <p>Skill gaps (Tab 6)</p> <ul style="list-style-type: none">Provided 6 Supervisor Information Sessions to supervisors on Performance Appraisal Training – “The End of the Cycle.” These sessions provided guidance on conducting performance appraisals.Designed and Implemented an ITA Supervisory Certificate Program, which launched in July. ITA OHRM serviced bureau supervisors are also participating.Communicated to HR Specialists the importance of creating more marketable vacancies by removing jargon and acronyms. Clear and concise vacancy announcements will allow ITA to communicate clearly the skills sought.Several ITA supervisors attended the Department's one-day Performance Plan training. The goal of the training	Minority Group	ITA %	CLF %	Hispanic	4.1	12.6	Women	53.7	45.6	Native Ame Ind.	0.01	0.6	Asian	5.5	4.1	Black	17.9	10.1	
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CURRENT STATUS (As of September 1, 2006)		PROGRESS Fourth Quarter, FY 2006	COMMENTS
		<p>was to train to develop Performance Plans that cascade to strategic goals and concrete actions.</p> <ul style="list-style-type: none"> • Researched documents describing best practices regarding job rotations. Job rotations not only provide relief when facing retention issues, but also improve the skill diversity pool amongst those already in the office. • Implemented a Refresher Information Performance Management Website. This tool was created to assist supervisors and employees in administering the new 5-Level system. It includes over 50 Frequently Asked Questions, organized by topic. • Attended 2006 LULAC conference. • Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. • Met with customers throughout ITA to refine competency models for mission critical occupations including series – 1140, 1101, and 0110. • Created Strategic Competency Model Matrixes for ITA series to identify gaps and assist in closing skills gaps. • Continue to offer and provide training to close competency gaps, such as the Supervisory Certificate Program. • OHRM continues to align its training program with ITA's strategic goals. OHRM continues to define those competencies required to achieve ITA's strategic goals, measure existing competencies, and close competency gaps with appropriate training for mission critical occupations. <p>Hiring timelines reduced (Tab 7)</p> <ul style="list-style-type: none"> • Communicated the importance of entering data into STM for the Quarterly Hiring Timeline Table via emails and meetings to HR Specialists. • Communicated to HR Specialists the STM data requirements for reporting on individual vacancy timelines. This assists HR Specialists in tracking the 45-Day Hiring Model. • Edited the ITA OHRM 45-day Hiring Timeline model by adding one additional metric that ensures all applicants are notified of the status of the vacancy. • Implemented new OPM/DOC Guidelines on the reporting of Quarterly Hiring Timeline. • Facilitated an STM meeting for HR Specialists. The meeting identified and addressed ways to better track our measures. In the same meeting we addressed recurring issues that cause our Specialists problems. Solutions were brainstormed to reduce issues frequently caused by our own processes. • Communicated to all hiring officials the migration to Recruitment One Stop (ROS). ROS will simplify the 	

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CURRENT STATUS (As of September 1, 2006)			PROGRESS Fourth Quarter, FY 2006		COMMENTS
				<p>process for locating and applying for Federal jobs. Hiring Managers, Employee and Applicant Guides on this migration are located on ITA OHRM's Website.</p> <ul style="list-style-type: none"> • HR Specialists continue to meet to develop more efficient methods for further reducing the hiring timeline below 45 days. • Implemented the OPM Hiring Manager Survey by incorporating the survey link onto each certificate of eligibles sent to hiring managers. <p>Accountability system and reviews (Tab 8)</p> <ul style="list-style-type: none"> • Designed and implemented a web-based "Resource Toolbox" for ITA supervisors to assist in End-of-the-Year Performance Appraisal "To Do" items. From important dates to remember, to a checklist guide, to other various requirements, these resources provide a one-stop shop to assist supervisors complete the transition of the performance appraisal cycle successfully. • Posted the ITA Human Capital Scorecard Quarterly results to the ITA OHRM Web site. • Communicated ITA Human Capital Initiatives to ITA employees via the ITA Administrative Pursuits, a biweekly ITA eNewsletter. • Audited a sample of performance of ITA Employee Performance Files using the procedures of the <i>ITA Self-Audit and Accountability Guide</i> and ITA's EPF SOP. • Continue to refine Status Binders to document accomplishments towards achievement of 8 Standards for Success. Status Binders are in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable to more easily track and achieve our goals. • Continue to communicate the importance of documenting results to all OHRM leadership. • Implemented the <i>ITA Self-Audit and Accountability Guide</i> for use by all of OHRM to assure appropriate level of internal controls. • Further developed performance metrics. Entered data into PB Views for all 7 of its current performance metrics. • Implemented a Refresher Information Performance Management Website. This tool was created to assist supervisors and employees in administering the new 5-Level system. It includes over 50 Frequently Asked Questions, organized by topic. • Continue to hold HR Specialists accountable for entering 45-Day hiring model data into STM, our primary resource for tracking our hiring timelines. • Recently underwent an HR Accountability Audit by DOC/OPM. Preliminary out brief results indicate a positive review/audit. ITA OHRM used it's newly implemented <i>ITA Self-Audit and Accountability Guide</i> in preparation for this DOC/OPM audit during August 7-11. 	

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			<p>If the official results of the ITA OHRM audit echo the general consensus of the auditors, then ITA OHRM's accountability audit procedure will prove effective.</p> <ul style="list-style-type: none"> Continue to further develop performance metrics for PBViews, ITA's performance metric and reporting tracking system. 3 ITA OHRM employees have been trained and are members of the Department's Accountability Audit Team. This provides ITA OHRM with an opportunity to keep informed on the latest accountability methods of assuring internal controls. <p><u>Planned actions for next quarter:</u></p> <p>Comprehensive human capital plan</p> <ul style="list-style-type: none"> Will review Human Capital Plan and begin to draft the 2007-2012 plan. <p>Organizational structures</p> <ul style="list-style-type: none"> <i>Will continue to communicate Supervisory Ratio checklist procedure to HR Specialists.</i> <p>Succession strategies</p> <ul style="list-style-type: none"> Will attend Career Fair HACU conference. <i>Will implement the ITA Leadership Competency model as part of a succession strategy plan to ensure future leadership competencies gaps are identified, and to assure that there is a leadership candidate pool and recruitment pool from which to choose that has the required leadership competencies necessary to fill these gaps.</i> <p>Performance appraisal plans adhere to merit system principles, etc.</p> <ul style="list-style-type: none"> <i>Will conduct an ITA all hands performance management system informational training session in the HCHB for the new FY 07 cycle.</i> <i>Will continue to conduct periodic random audits of Employee Performance Files (EPF) utilizing the ITA's EPF SOP and ITA's Self-Audit and Accountability Guide.</i> <p>Under representation</p> <ul style="list-style-type: none"> <i>Will attend HACU conference. .</i> <i>Will partner with the Office of the Secretary's OS OHRM to coordinate a briefing for hiring managers on benefits of hiring veterans.</i> <i>Will continue to send vacancy announcements to Historically Black Colleges and Universities (HBCUs) and Hispanic institutions.</i> <i>Will continue to gather and enter diversity data into PBViews.</i> 	

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CURRENT STATUS (As of September 1, 2006)		PROGRESS Fourth Quarter, FY 2006	COMMENTS
		<ul style="list-style-type: none"> • Will continue to analyze and monitor diversity data by Program Unit (results available on Diversity Profile website). • Will communicate to Hiring Managers the Department of Labor's Workforce Recruitment Program– <i>Opening the Doors and Creating Opportunities for Disabled employees</i>, a database that contains may resumes of applicants with disabilities. • Will meet with senior ITA leadership to brainstorm best possible approaches to close the under representation gaps in the Hispanic population. <p>Skill gaps</p> <ul style="list-style-type: none"> • Will continue to refine competency models as necessary. • Will implement Individual Development Plan (IDP) eTraining for employees utilizing the Learning Management System (LMS) and develop an action plan for the implementation of individual development plans throughout ITA by end of Q1 FY 07. • Will continue to conduct Training Needs Analysis. • Will promote the use of LMS by sending ITA-wide emails with links to the LMS. <p>Hiring timelines reduced</p> <ul style="list-style-type: none"> • Will enter data into PBViews for all ITA program units. • Will communicate results to team leads. • Will assess the level of improvement to the hiring process utilizing STM data. • Will continue to communicate the importance of entering data into STM. • Will continue to streamline the recruitment process. <p>Accountability system and reviews</p> <ul style="list-style-type: none"> • Will continue to gather and report PB Views metrics. • Will complete and implement the recruitment survey for new hires. • Will refine the ITA OHRM Self-Audit and Accountability Guide. • Will continue to conduct periodic random audit of Employee Performance Files (EPF) utilizing the ITA's EPF SOP and ITA's Self-Audit and Accountability Guide. • Will audit internal HR systems and processes using the ITA Self-Audit and Accountability Guide. 	

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INSTRUCTIONS FOR COMPLETING THE SCORECARD FORMAT

ACCOUNTABILITY/CONTACT INFORMATION

List the following for the initiative:

- name and title of the agency's lead
- name of the OMB Resource Management Office (RMO) examiner
- name of the initiative owner's staff lead

CURRENT STATUS COLUMN

Indicate the status rating (green, yellow, or red) for the quarter. To earn a yellow or green status rating, an agency must have achieved all the yellow or green Standards for Success. (See <http://www.results.gov/agenda/standards.pdf>)

If the status rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, use two arrows. Indicate the projected date (quarter and year) of the next status improvement. If the agency has already achieved green status for the initiative, the note can be deleted.

Example: Next ↑

est. by
FY 2006
Q4

The current status column has been standardized to present a check list for the Standards for Success. All standards are preceded by an underscored space (__) where you should indicate (with a check or X) if the standard has been achieved. The presentation of the standards varies somewhat by initiative. Usually yellow and green standards are grouped under a topic area with the yellow standard listed first. When necessary a (Y), (G), or (G+) follows the standard to indicate whether it is a yellow, green, or maintaining green standard.

An agency must meet all the specifications of the standards to receive a check mark. (See <http://www.results.gov/agenda/standards.pdf> for the full description of the standard.) Due to space constraints, short hand descriptions have been used to identify the standards in the quarterly scorecards.

Space is provided to indicate the date that the standard was originally achieved or is expected to be achieved.

- Enter a date in each space indicated.
- Present the date as the month or quarter and the year.
- If the standard has been achieved, enter the date when it was first achieved. For instance, if an agency received its first clean audit opinion for its FY 2000 financial statements (and has received clean opinions each year since then) the date would be 3/2001, not the date corresponding to the most recent audit.
- It is understood that future dates are approximate and that estimates may change each quarter.
- In cases where a standard was achieved long ago, either an estimate or a less than symbol (<) with the word date should be entered in the space.
- If an estimate cannot be provided due to significant uncertainty, enter TBD in the space provided for the date.

Use bold to highlight any standard that was achieved in the past quarter

PROGRESS COLUMN

Indicate the progress rating (green, yellow, or red) for the quarter based on the definitions listed below:

Definitions of Progress Evaluation

GREEN: Implementation is proceeding according to plans agreed upon with the agencies.

YELLOW: Slippage in implementation schedule, quality of deliverables, or other issues requiring adjustments by agency in order to achieve initiative on a timely basis.

RED: Initiative in serious jeopardy. Unlikely to realize objectives without significant management intervention

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If the progress rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, two arrows should be used.

List key actions completed in the past quarter and key actions planned for the following quarter. Significant actions, either completed or planned, should be highlighted using bold typeface.

COMMENTS COLUMN

Provide additional information as necessary to enhance the presentation.

OVERALL

The quarterly scorecards should not exceed one page per initiative.

Do not delete or modify any of the standards listed in the status column.